



Our Focus is on Growing Companies™

Bridging to Success: A Study in Growth

Bridges Consulting, Inc.

Bridges Consulting, Inc. provides sophisticated, large-scale, technological program support to the intelligence community and other highly sensitive agencies within the federal sector.

They needed a strategy for the ambitious growth targets they'd set for themselves.

Founded in 2000 by a retired executive of the intelligence community, Bridges Consulting quickly earned a reputation as a nimble and effective information-technology acquisition partner. After several years of steady growth, Bridges had developed the breadth and depth of personnel and experience to successfully execute virtually any technology program-related initiative in the intelligence sector. Now their challenge was to create and implement a plan for exponential growth, and for that they turned to Smith Growth Partners. Smith helped Bridges Consulting take their thinking and their company to the next level. The results were transformational. In 2006, Bridges generated \$1.1 million with 17 staff members. Named one of America's fastest growing companies by *Inc.* magazine in 2008, Bridges will approach \$9 million in revenue and employ more than 46 people in 2009.



"We engaged Smith Growth Partners to help us unlock our potential as a business development organization, and they did—in a way that surpassed what many of us thought possible."

- Chuck Faughnan III, Chief Operating and Financial Officer

Growing the Business

Bridges engaged Smith as strategic marketing advisors. As is often the case, marketing was only part of the solution-set our client needed in order to reach their goals.

"Bridges brought us in to lay out the plan and manage the implementation of their corporate growth strategy—they gave us license to use a range of our abilities—marketing strategy, executive coaching, organizational development and rebranding—to place the company on course for the growth they wanted."

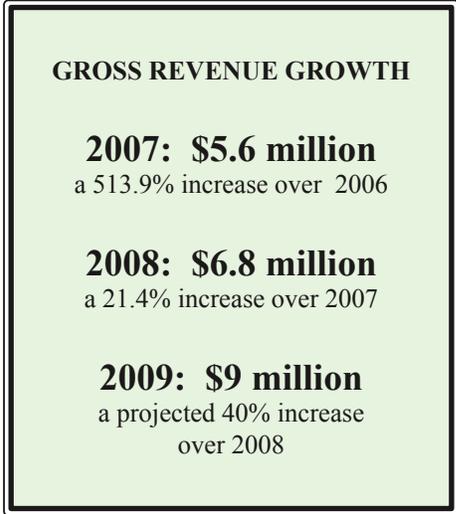
- John Starling, Smith's lead consultant on the project



Over the course of 90 days, Smith took Bridges through an extensive planning process, fine-tuning the company's mission and vision, developing a comprehensive Value Proposition and laying out a step-by-step plan that outlined what they needed to do—and how they needed to perform—to achieve their goals: They had to become a marketing and business development organization, top to bottom.

Business development is not a common operational role among government contractors. In order to create a culture that would support the growth targets Bridges had set for itself, Smith helped them instill marketing and business development as a natural part of the operational rhythm of the organization. This level of corporate reinvention requires a serious look inward, not just at what the individuals are *doing* on a daily basis...but at who they are *being*.

This shift in mindset among the staff was first facilitated by Smith and then owned and driven by Bridges' leadership team. Bridges' principals and directors took the onus of change on themselves first, modeling what was possible and leading the way in business development. In a matter of months the company had the new business it needed to power its target growth rate. Now Bridges' business development challenge shifted to attracting the right people to execute more business. In government contracting, winning the contract is half the battle: Bridges' work moves forward only after their client has accepted the resources that the firm assigns.



"Smith Growth Partners has become our trusted advisor. Their work positions us to achieve—and to continue achieving—our ambitious goals."

- Chuck Faughnan III, Chief Operating and Financial Officer

Growing the Company

Bridges understands their market, and they understand business. Most importantly, they understand how to make their clients more productive, efficient and effective at performing the business of the nation. But as strong as Bridges' reputation was in their field, their brand identity among the larger government services community was as a small company just getting its start. With the competition for security-cleared talent being steep, that had to change.



Historically, Bridges had taken a humble approach to showcasing their own work, which served them well with key clients, but it kept them under the radar of the talent they needed to attract in order to grow the business. Smith's plan called for Bridges to create a brand strong enough to be a magnet for top-level, security-cleared professionals. Through the development and implementation of the plan, Bridges did just that.

Two years later, Bridges has more than doubled its staff and has acquired the resources to not only execute on existing business opportunities, but also to be well positioned to take the next step in the evolution of a government contracting company.



"The most important factor in their success was their own commitment —they played full-out in the process."

- John Starling, Smith's lead consultant on the project

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Two years after engaging Smith, **Bridges is refocused and growing quickly**. Its expanding employee base is aligned with the accountability they have toward the growth of the organization—a key part of Smith's plan.

Bridges Consulting, 655th on the 2008 
513.9% revenue growth
#3 of the Top 10 Engineering Firms in region
#49 Top 100 Businesses in region

Each year, Smith Growth Partners helps a select group of clients break through to the next level, empowering them to define their objectives, their market, their message and their strategy for scaling and improving their business. We then manage the change processes necessary to manifest the growth they've declared for themselves.



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